2.2. BRIEF HISTORY OF THE SOCIAL WELFARE CELL (SWC) OF THE COMMISSIONERATE FOR AFGHAN REFUGEES (CAR):

In view of the above needs, the need for an increase in the number of social workers was apparent. Thus, in 1986 the social service officer in UNHCR Sub-office Peshawar (SOP)®(seconded from Rädda Barnen), in consultation with the head of UNHCR/SOP and the Additional Commissioner of CAR, proposed the establishment of a network of social workers within CAR who would work in the refugee camps. Their main tasks were to identify the most needy and other vulnerable groups, to assist in the coordination of a large number of agencies working in each camp, and to promote self-help activities among the refugees. The proposal also called for the secondment of another social service officer to handle the disabled side of the social services unit.

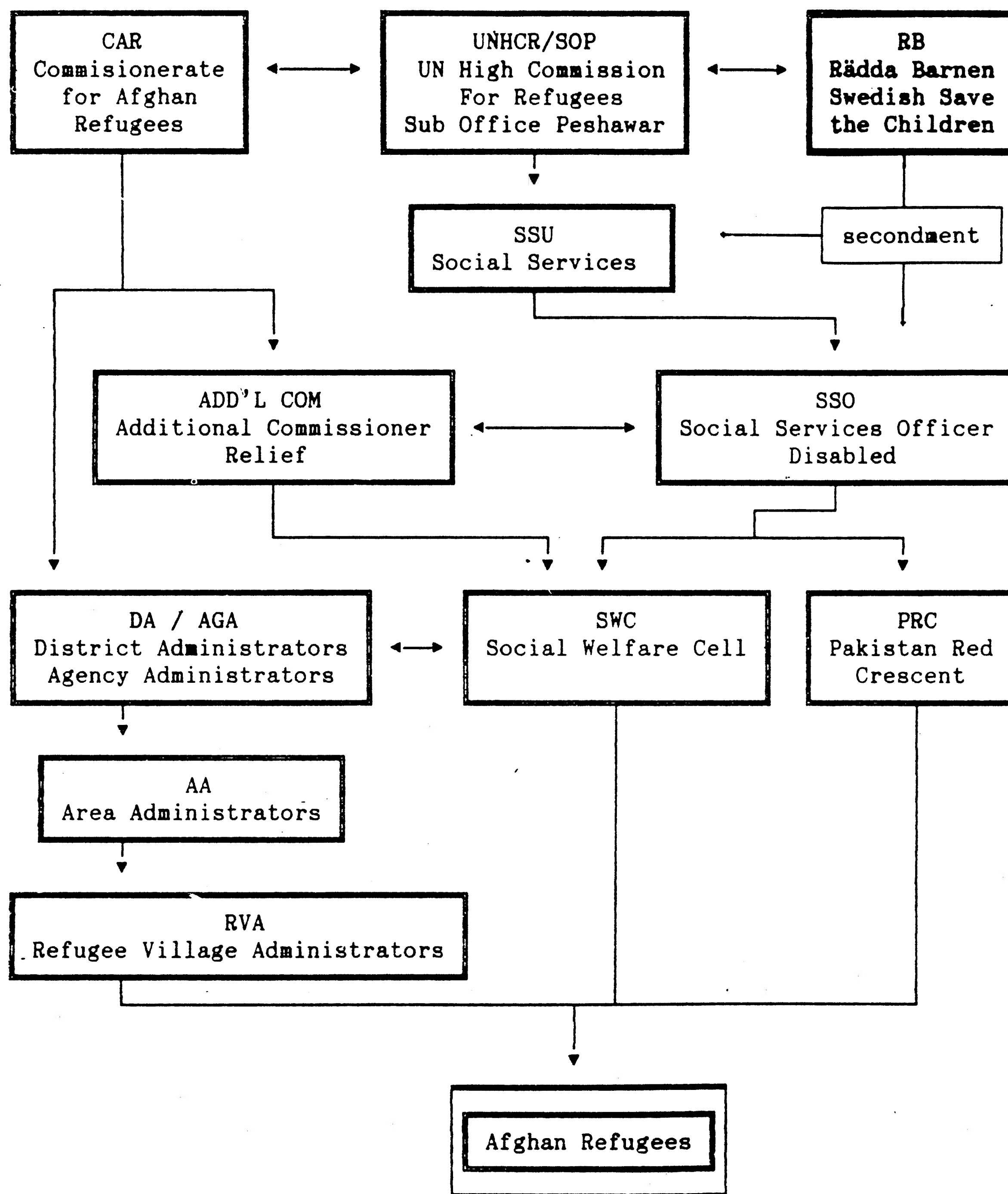
The proposal was approved the following year with the guidelines set up jointly by UNHCR/SOP and CAR. This gave rise to the Social Welfare Cell (SWC). Its main objective has been to identify and ensure that assistance is provided to the vulnerable groups among the refugees. Eleven male and two female social workers were recruited within CAR. One man was a coordinator stationed centrally at CAR in Peshawar, together with the two women to answer questions concerning women at the provincial level. The ten others worked as district coordinators at the district level to cover five districts.

As shown in Figure One, SWC was linked to the office of the Additional Commissioner for Relief within CAR and is monitored and supervised by the Social Services Officer for vulnerable at UNHCR/SOP.

The district coordinators evaluated the conditions of the refugees and served as advocates for the needy and vulnerable. They organized and promoted village social welfare committees and assisted them to utilize their own resources and to obtain external resources. The social welfare committees have a historical resemblance to the traditional *"jirga"* (which is an association of Afghan leaders). The jirga proved that voluntary associations and participation in activities are not foreign to the Afghan culture. Members of the committees have been chosen by the refugee themselves. They are representatives from the various tribes in the villages. A committee consists of 10-15 people. Their functions are to monitor all aspects of camp life, to act as channels of communication between the refugees and assistance agencies, and to generate ideas and activities in the camp. In this way the social welfare committees were information centres as well as implementing bodies in the different camps. The self-help activities initiated by the social welfare committees resulted to the construction of various community infrastructure in the camps such as shallow wells, roads, canals, schools, mosques, libraries, houses for widows, youth centres, health care centres, and playgrounds. Through coordination with other agencies, an exchange of information and the promotion of other sectoral activities was made possible. For example, in the health sector, parents were motivated to bring their children to the Basic Health Unit (BHU), while in the education sector, parents were made aware of the importance of educating their

children so as to encourage them to send them to school.

FIGURE ONE: **POSITION OF SWC AS ESTABLISHED IN 1987**



Code:

- ←→ cooperation
- ← ↓ staff secondment
- | ↓ line of authority (or project monitoring)

2.2.1. THE NEED TO TRAIN THE DISTRICT COORDINATORS OF CAR/SWC:

The Social Welfare Cell was a new concept in the provision of assistance by CAR, NWFP. The success of the SWC relies on skills and knowledge of techniques and methodologies in community work. More training on basic social work and how to approach and assess the needs of the refugees became apparent.

2.3. THE ROLE OF TRAINING IN COMMUNITY DEVELOPMENT:

Go
To the People
Live among them
Love them
Learn from them.

Start with what they know
Build on what they have.

But of the best leaders,
When the task is accomplished,
The work completed,

The People all remark,
"We have done it ourselves."
Lao Tse

Social services in general may mean assistance to an individual or to a community. More importantly in the Rädda Barnen social services programme, it means community organization by promoting self-help activities. Self-help activities imply that decisions originate from the community. This refers to what sometimes are seen as mere slogans called ***"bottom-up"*** or ***"grass roots"*** approach to community work. (The "self" of self help is the group, not individual).

Since many Third World communities are disunited, whether due to ethnic, religious, economic, and social factors, in order to obtain the decision of the whole community, unity organizing must be promoted. This requires techniques and skills that are similar to management training in trade union organizing.

The promotion of self-help activities starts with unity organizing, encouraging and helping villagers to define the problems they want solved, and to identify resources available to them. This process is called social animation.

A community development approach treats target communities as partners in development. This is a practical approach that promotes the integration of all sectors and the most efficient and effective utilization of scarce resources.

The role of training therefore is threefold:

1. Training teaches skills needed to animate the community,

2. It teaches a set of values including respect for decision-making in the community and the value of community-based approach, and

3. It provides encouragement to trainees because there are many pitfalls, which can discourage fieldworkers.

Training consists of information, skills transfer, social awareness, and encouragement. Its primary objective is to stimulate action in the target communities.

There have been two major pitfalls in the community approach. The first major pitfall in community development is the misunderstanding and apprehension on the part of administrators and planners to let the villagers make their own decisions. Community development is often misinterpreted to mean telling the villagers what to do and assuming that participation only means free labour. On the contrary, decision-making must lie in the community, while free labour is a proof of community consensus. The second pitfall is in terms of the relationship between short term expectations and long term benefits. Community development takes a much longer time to get the work done compared with just bringing in outside resources in the short term, but in the long term it develops internal resources. Recent experiences by the Rädda Barnen programme revealed that these pitfalls still exist today.

Traditionally, community development resulted in several actions to improve the community infrastructure. These included shallow wells, piped water, roads, latrines, and schools. The above approach, which was used by Rädda Barnen has been unique and can be seen as a lesson, because the same community organizing techniques were used to form self-help groups to protect the rights of the vulnerable groups and to promote child-oriented actions among the Afghan refugees.

Because this work is no longer the traditionally defined ***"community development,*** it is here called ***"community work."***

3. HISTORY AND DEVELOPMENT OF THE RÄDDA BARNEN TRAINING UNIT (RBTU):

3.1. BRIEF HISTORY OF THE RÄDDA BARNEN TRAINING UNIT:

Coming from various fields of background, the SWC district coordinators had varying knowledge about social work. Thus to facilitate the promotion of community development among Afghan refugees there has been a need for more professional training on the techniques of social work. Equally important has been the training concerning relationships between other staff and the refugees.

During the last quarter of 1987, Rädda Barnen was asked to send two Swedish master trainers to set up a training unit to train the SWC staves. In the same year, the request was approved by Rädda Barnen, which provided a training proposal. For an optimal distribution of knowledge, three levels of training were required:

1. The Rädda Barnen Master Trainers would select and train key local trainers who will then train the SWC district coordinators,

2. The district coordinators of CAR/SWC would select and train Afghan community volunteers,

3. Afghan community volunteers, preferably married couples, as the vital link in the refugee camps, would promote self help activities in the refugee villages.

Due to a delay in the implementation, the work began with a local consultant as master trainer. Recruitment and training has been initiated by the Social Services Officer and a local master trainer. Training topics were orientation on the objectives of the SWC and the Afghan culture, project management, and methodologies of field work. Field training consisted of field visits as orientation for the District Coordinators. During these visits, coordination with various agencies were also carried out through meetings in the camps. Training was further supplemented by an exchange of information through trainers from various voluntary agencies.

The proposal was implemented in April, 1988, resulting in the establishment of the Rädda Barnen Training Unit (RBTU). Two Swedish master trainers (one male and one female) were seconded who, together with the Social Services Officer later called Programme Officer of UNHCR/SOP, set up training guidelines. The objectives of the project were to support and promote a social process of self-reliance among the Afghan refugees with particular attention to vulnerable groups. The training unit plays a complementary role to the SWC through the training of the SWC personnel on methodologies and techniques on how to conduct surveys and to identify needs and establish culturally appropriate community-based activities in the refugee villages.

Though three levels of training were originally proposed, only one level was carried out during the first year. This was the training of the SWC social workers who were then called District Coordinators. The three reasons for this were:

(a) Ongoing training of the District Coordinators showed that they were not qualified for the first level training as trainers.
(b) Administrative problems hindered the recruitment of key trainers.
(c) There were no clear methods or guidelines for the recruitment of community volunteers.

Thus, during 1988, thirteen social workers were trained in the following topics:

- Children in Armed Conflict,
- Early Childhood Care and Stimulation,
- Refugee Participation,
- Introduction to Adult Education,
- Goals and Objectives Setting,
- Problem Solving,
- Interpersonal Communication,
- Interviewing Techniques,
- Group Work, and
- Basic Concepts of Social Work. .

Theoretical (classroom) training and field training through supervision and guidance in the camps were carried out.

During the second half of 1988 and in early 1989, as hired community development agents within the CAR, however, the bulk of the field work has been coordination and identification of the most needy. The three main tasks of the district coordinators were found to be conflicting. While coordination and identification in a community were an *"authority"* (top-down) form of decision-making, the promotion of self-reliance on the other hand was a *"persuasion"* (bottom-up) role. Because of the lack of support and understanding of the appropriate authorities, the promotion of self-help activities was less likely carried out.

To overcome the problem, the training unit initiated the recruitment and training of Afghan community volunteers. Locally called ***"Da Tulani Khedmatgar,"*** the community volunteers are members of the target communities who are unpaid but volunteer their time and energy in carrying out a certain activity in the refugee camps. The overall goal of training is the promotion of self-reliance among refugees through the initiation of self-help activities. The tasks of community volunteers, apart from the promotion of self-help activities, are the coordination of various activities and the identification of the handicapped to participate in vocational training or other income generating activities.

This model helped to ensure that community-based activities would not be buried by the other tasks of the district coordinators. It has also increased the involvement of social welfare committees in the design and implementation of each activity they have chosen. Relevant criteria used in the selection of the community volunteers include the following:

- good moral reputation
- between 20 to 30 years of age,
- some basic education and good ability to read and write,
- a similar economic background as the majority of the population, and
- willing to work 4-6 hours/week and to do some travel.

As a pilot activity, seven community volunteers were selected and trained in one camp during the second half of 1989 to implement the model. Targeting the most vulnerable groups and concentrating on the needs of children, the subjects for training were:

- children in the camps and their needs,
- preventive health care,
- identification of disabled (social/physical),
- handicapped and child related social issues (ie needs of children: material, psychological, and post traumatic support),
- scout movement or locally called ***"Islami kat Matkar,"*** .
- tailoring programme for disabled,
- monitoring of activities, and
- preparation for repatriation back to Afghanistan.

The initial activities initiated after the training in 1989 and early 1990 by the trained community volunteers were self-help child-oriented activities, a training programme in tailoring for disabled young men, embroidery marketing activity for women newcomers, and a programme for mentally retarded children.

Self-help schools were established to deal with the emotional trauma of flight from war, tribulation en route, and adjustment problems in exile of children. This is a way to help children who have psychological problems.

3.1.1. THE LINK TO UNHCR SOCIAL SERVICES:

In the absence of a No Objection Certificate (NOC), which was an accreditation to operate as an implementing body for Rädda Barnen, the training unit was administratively linked to the Social Services Unit (SSU) of UNHCR/SOP. Funding for the project was from a trust fund contributed by Rädda Barnen, Stockholm.

Figure Two shows the position of the Social Services Training Unit (SSTU) then later Rädda Barnen Training Unit (RBTU) within UNHCR/SOP/SSU when it was established in 1988. The SSTU/RBTU was monitored and supervised by the Social Services Officer for vulnerable.

Since Rädda Barnen funding for Pakistan was on a year to year decision making basis, an annual assessment activity was initiated. The objective has been to decide either to end the ad-hoc year to year support or to develop a programme. The assessment for 1988 led to the hiring of additional staff: a specialist for the rehabilitation of the handicapped, a third social services officer to the UNHCR/SOP/SSU to coordinate the various social services, and a team leader to assess the viability of the programme. The team leader later became the Country Representative of Rädda Barnen in Pakistan.

Taking his post in May 1989, the recommendations of the team leader have been implemented as the recent developments in the Rädda Barnen programme.

The Rädda Barnen programme evolved from the triangle consisting of:

(a) the Government of Pakistan (GOP/CAR/SWC), which provided the fieldworkers called District Coordinators,

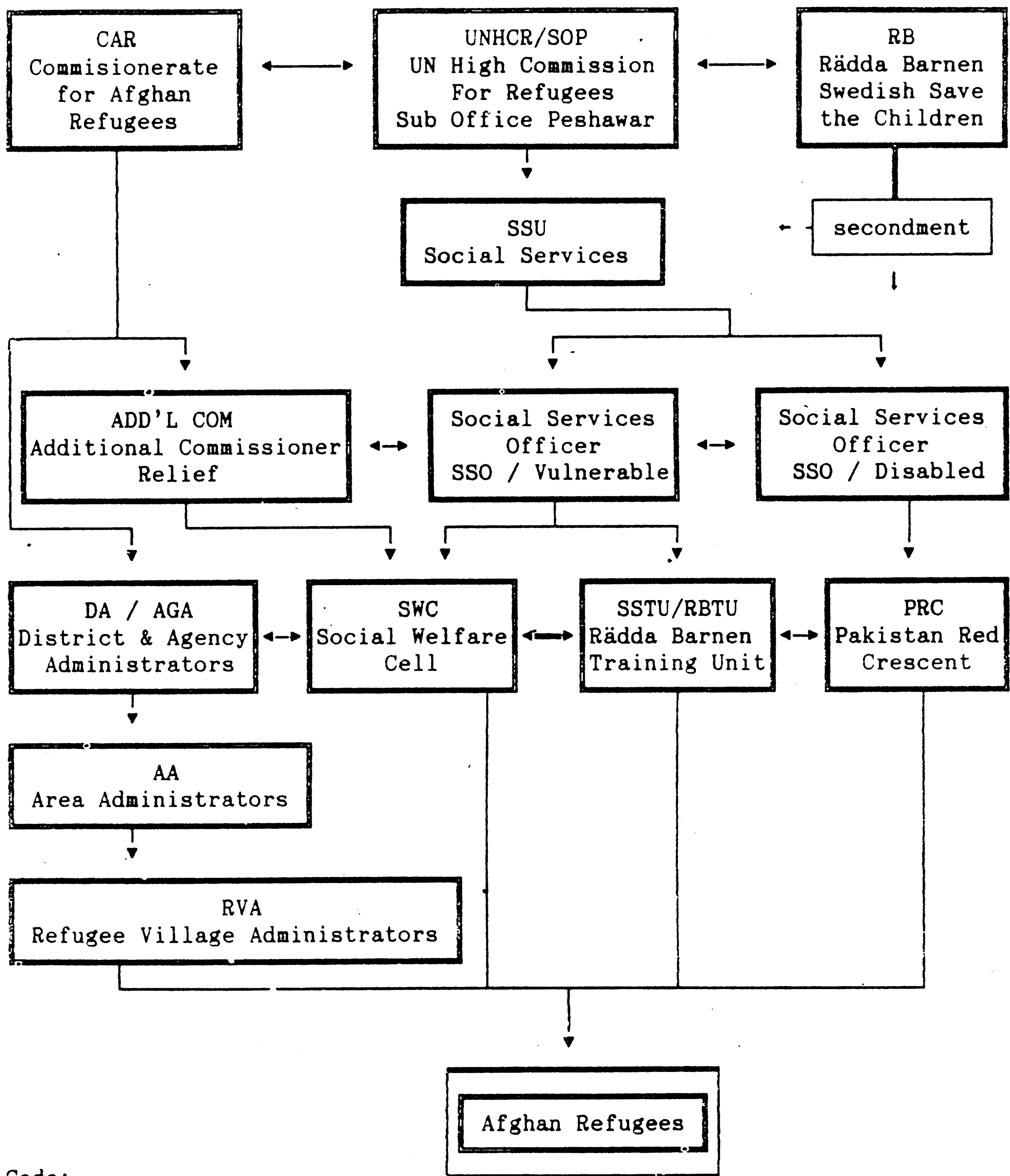
(b) the UN High Commissioner for Refugees (UNHCR/SOP/SSU) Social Services staffed by Rädda Barnen to direct and monitor the process, and

(c) the Rädda Barnen Training Unit (RBTU) to encourage, motivate, and train the Pakistani fieldworkers (and later train and stimulate Afghan refugee volunteers directly).

Rädda Barnen continued (with a slight administrative modification) its mutually beneficial current association with UNHCR. The present programme within SOP/SSU, the training unit and the CAR/SWC gives more emphasis on recruitment of women social workers and the promotion of women's issues within the specific characteristics of the local culture. Taking the role of a coordinator, vital sectors such as health, education, water, etc. were linked together.

In the training unit, increased efforts were made to train new district coordinators and more community volunteers. The scope of training expanded to support NGOs wanting to include a community approach to their current programmes in various sectors. There has been increased utilization of consultants as trainers on short term bases with considerable field experience in the province. This enhanced the field training carried out.

FIGURE TWO: POSITION OF SOCIAL SERVICES TRAINING UNIT (SSTU) LATER CALLED RÄDDA BARNEN TRAINING UNIT (RBTU) AS ESTABLISHED IN UNHCR/SOP IN 1988



Code:

- ◄══► training
- ◄──► cooperation
- ← ↓ staff secondment
- | ▼ line of authority

3.2. RÄDDA BARNEN TRAINING UNIT AT PRESENT:

Originally, RBTU was set up to train and support the District Coordinators of CAR/SWC in social work and community development techniques.

Training means training in the techniques and objectives of community and social work. Support means encouragement and motivation which are particularly needed in social and community work, which has a high ***"burn-out"*** (discouragement) rate.

Subsequent to that time, in 1990, the scope of RBTU work has expanded to include:

- an increase in field support and field supervision,
- the promotion of community social work activities in the refugee camps,
- awareness-raising training of territorial staff of UNHCR and Government of Pakistan administrators,
- training of staff from various NGOs in field techniques,
- the recruitment and training of community volunteers with assistance from District Coordinators, and
- training of social welfare committee members and animators, and
- support in the form of funding, training, and logistics to two Afghan NGOs; one most recently established is made up of the trained community volunteers working as child group leaders, aims to promote awareness about children with special needs while the other aims to implement programmes for disabled Afghans.

Training focused on the development of appropriate programmes, which will support and prepare the refugees for repatriation. Community volunteers' training emphasized community based activities in general and, more importantly, vulnerable groups such as disabled and children with special needs. Training is aimed at direct community actions being taken in the target communities, especially those focused on women and children.

Presently, training of community volunteers covers TB prevention and Income Generating activities for disabled apart from the original topics such as identification, coordination and monitoring. Social welfare committee members' training on the other hand, focuses on the needs of children, UN Convention for the Rights of Children, children with special needs, health as the Expanded Programme for Immunization (EPI), repatriation, and sample activities that can be initiated to support vulnerable groups. Training ends with a work plan of community based activities to be initiated in the camps.

Rädda Barnen

Swedish Save The Children

PAKISTAN
91-08-20

PROMOTING SELF-HELP SOLUTIONS BY VULNERABLE AFGHAN REFUGEES IN PAKISTAN; THE DEVELOPMENT OF A COMMUNITY PROCESS

A REPORT ON THE RÄDDA BARNEN / UNHCR TRUST FUND (PROGRAMME OF ASSISTANCE FOR NON-MATERIAL NEEDS)

Lonela Bloxom

EXECUTIVE SUMMARY:

1. Most vulnerable groups among the refugees are the unregistered, widows, women, elderly, children, and disabled.

2. The "dependency syndrome" is becoming more and more apparent.

3. Initial Rädda Barnen involvement consisted of seconding two Swedish social workers to UNHCR. This has since evolved into the establishment of the Social Services Programme, the Training Unit, and the Programme Support Office.

4. Rädda Barnen Programme for Afghan refugees has focused on three identified needs or activities: (a) assistance to vulnerable groups, (b) promotion of self-help activities, and (c) coordination of activities of other agencies.

5. The need perceived by UNHCR and CAR for more social workers resulted in the creation of the Social Welfare Cell (SWC) in the CAR in 1987. Its main focus was the vulnerable groups. Social Welfare Committees established, coordination emphasized, and self-help projects promoted.

6. The SWC was a new concept in the provision of assistance by CAR. The need for well qualified and experienced social workers and coordination between the various organizations soon became apparent. This pointed to the need for more professional training of local staff in social work. In response to this need Rädda Barnen in 1988 set up a Rädda Barnen Training Unit (RBTU) to train SWC personnel.

7. RBTU, while concentrating on training of SWC personnel also initiated the recruitment and training of Afghan community volunteers. This was because many SWC social workers became involved in administrative work. The overall goal of this complementary initiation was the promotion of self reliance from an Afghan community initiative.

Through these various trainees, a number of activities for children are being implemented such as:

- development of child support groups for the following activities:

  "Islamic Kat Matkar" (Scout Movement) and
  child to child programmes inside and outside the schools,

- information dissemination about UN Convention for the Rights of Children,

- motivation of children to attend school and revival of traditional games,

- formation of stimulation groups for children with special needs, and

- identification of disabled for treatment in the BHU.

Animator training aims to provide more intensive work with the vulnerable groups in the camps through training of Afghan trainers and community development agents in preparation for the event of repatriation, for work inside Afghanistan.

A remarkable outcome from the training of community volunteers is the recent establishment of a voluntary organization, which operates as a pseudo NGO. The organization called, Association for Mentally Handicapped Afghan Refugee Children (AMHARC) was born of an idea from previously trained community volunteers who are running child groups of children with special needs in the various camps all over NWFP. Its main objectives are to identify, assess, and coordinate with various relevant NGOs in programmes to support children with special needs and to promote other programmes in preparation for an eventual repatriation to Afghanistan. RBTU provides support in the form of funding, training, and logistics.

Besides the above organization for children with special needs, RBTU provides training and logistical support to an Afghan NGO for the disabled called Free Welfare Society for Afghan Disabled (FWSAD). FWSAD is funded by Rädda Barnen and UN Office of the Coordinator for Afghanistan (UNOCA). The objective of the organization is to promote the rights disabled refugees. Among its present programmes are health care, vocational training and financial assistance in the form of scholarships for formal education.

3.2.1. ADVOCACY FOR THE RIGHTS OF CHILDREN:

The training unit, among other things, by the nature of its methodology, promotes the rights of children in accordance with the overall Rädda Barnen policy of advocacy.

Child advocacy requires work in two levels: These are:

(a) the national or societal level, which aims to create awareness through conferences, seminars, and the media on the needs of the child and

(b) the community level, which aims to change the behaviour of the network of people around the child (ie, parents, family members, neighbours). Actions in the community level promote advocacy in the national level.

While laws, rules, and regulations pertaining to protection and welfare of the child are important, the rights of the child are fundamentally sustained in the quality of relationship between the child and the adults closest to it. The enhancement of that quality is therefore a primary rights issue for child advocacy. The family and the community provide the foundation for good child care. The community is a communal support network that provides cultural identity and socialization of the child.

Based on research, the critical factors in child development are parental attitudes and personal behaviour, knowledge and understanding of the child's needs, cultural pride, and the appreciation of the importance of education. These point out to several needs of the child. These are:

- legislation which defines the issues and set of constraints to adult behaviour or actions,
- child health care services both preventive and curative,
- support from specialized central institutions or organizations,
- basic literacy services, and
- intimate interactive relationships, especially mother-child relationship for the healthy emotional and intellectual development of the child.

Social organizing or community work is a useful approach to fill partly these needs. The promotion of self-help activities are starting points for child advocacy in the family and community level. The community needs support and advice to mobilize and use the resources around the child. This ensures that not only is the child identified but that assistance is provided. In this way, the economic base, environmental quality, and social fabric of the community are strengthened in a spirit of consensus, people will share a strong interest in the welfare of their children.

3.2.2. EXPANSION OF THE RÄDDA BARNEN TRAINING UNIT:

Under the direct administration of the Rädda Barnen field office (RB/PSO), the objective of the training unit was modified so as to reflect an increased emphasis on the child advocacy role. Its present objective is to promote self-help actions by the vulnerable groups in support of children's needs. Training of SWC district coordinators, community volunteers, and social welfare committees focused on issues concerning women and children to support and prepare refugees for repatriation.

The training of community volunteers is more activity-specific, such as training in basic health care, child development, and income generation for the disabled. A special training for child group leaders was also initiated, which led to the formation of ***"child support groups"*** composed of adult refugees, engaged in a number of activities in support of children needs. These include stimulation, rehabilitation, and assistance to children with various special needs. The subjects in the training were: (a) definition of special needs, (b) assessment of resources by the child and his family, and (c) stimulation activities with toys and games.

There has been increased training of female community volunteers and social welfare committees. These are carried out through the request of the male committees during a period when other voluntary agencies are cutting down on women's programmes because they think these are impossible. Training is for child groups, soap making, hygiene, and for mothers with mentally retarded children.

In early 1991, the most recent expansion of the training target group is the training of ***"Animators."*** These are Afghan community development agents and trainers, who are being prepared in the event of repatriation for work inside Afghanistan. This provides a more intensive work with the vulnerable groups in the camps. Twenty animators have been selected through the social welfare committees. The duration of training is one year. The tasks of the animators are to identify and support the vulnerable groups and to promote self-help activities with more emphasis on children's rights.

Training of territorial staff of UNHCR, Pakistani administrators, and staff from various NGOs focuses on coordination and community based activities.

RBTU aims to be competent in teaching, supervising, and acting according to the basic rules of community involvement, which are to minimize dependency syndrome and to promote self-reliance among refugees.

RBTU personnel consisted of two Swedish Master Trainers (one male and one female) who later became Advisers and local staff: a Project Manager, two Assistant Master Trainers, two Field Trainers (one male and one female each), and the support staff.

3.3. SOCIAL WELFARE CELL AT PRESENT:

After four years since its inception, the SWC has proven its credibility among the Afghan refugees, various governmental agencies, NGOs, and other aid agencies. For the Afghan refugees, the community work approach through the promotion of self help activities changed the widespread ***"dependency syndrome"*** to self-reliance, by playing the role of advocates for their needs. A ***"facilitator"*** role for the various agencies made possible better coordination of their activities in support of the refugees.

Covering 250 camps comprising a population of approximately 2.5 million refugees in the NWFP, the SWC today consists of one Provincial Coordinator, one Deputy Provincial Coordinator, 22 District Coordinators, 77 trained community volunteers, and over a hundred other community volunteers as members of 163 social welfare committees (6 female and 157 male).

Besides assisting in identification and the construction of community infrastructure, recent activities of the social welfare committees include:

- mass Expanded Programme of Immunization against polio for children,
- drug awareness campaign consisting of debates, dramas, and sports activities,
- scout movement locally called ***"Islami Kat Matkar"*** is being introduced in the schools,
- other activities particularly for the female social welfare committees are the training of mothers about pre-natal and post-natal care,
- self help girls schools, and
- income generating activities such as tailoring, soap-making, embroidery, poultry raising, and handicrafts.

3.4. PROBLEMS AND EXPERIENCES:

As in any other project, the Rädda Barnen social services programme encountered various pitfalls and hindrances as will be described in this section. RBTU and CAR/SWC developed some solutions to these issues and experiences, which form the challenge that led to the success of the Rädda Barnen programme today.

There are two types of problems that will be described: the first are project definition and planning problems and the second are the implementation problems or field experiences by the seconded master trainers and trainees of the training unit. This section therefore aims to provide guidelines to planners and implementers of similar programmes elsewhere.

3.4.1. PROJECT PLANNING PROBLEMS:

Because of a lack of planning, various administrative problems were encountered in the establishment of the training unit. These problems consisted of the following:

- the lack of clear terms of reference for the Rädda Barnen team within UNHCR/SOP,
- lack of logistics and support staff,
- no readily available operational funds,
- delay in the Letter of Instructions (LOI) from Geneva, which outlines responsibilities for both parties, and
- confusion among professional staff in terms of a mandate to be followed.

UNHCR is a relief organization, not as a development organization, numerous glitches appeared in getting a developmental process rather than relief oriented operation. UNHCR/SOP is set up to fund and monitor projects implemented by other agencies, so to implement and administer the training unit from within SOP was awkward. Cash flow problems constituted the major constraint.

UNHCR understanding and support has been mixed. While encouragement and support came from Technical Social Services (TSS) in Geneva, and the Chief of Mission in Islamabad, local UNHCR/SOP administrators were sceptical (the head of SOP who supported it originally having been transferred just as the programme was being set up), and not supportive during the formative implementing stages.

A major consequence of the above problems at first was haphazard training with very limited field or practical training.

Likewise, for the CAR/SWC, apprehension by CAR staff and various administrators, has resulted in suspiciousness and professional jealousies among the various levels of staffs and lack of logistical and support staff.

In spite of the above difficulties, however, the master trainers and district coordinators nonetheless managed to implement a programme, which has proved to be a success today.

One problem arose because of some staffing difficulties, and the first expatriate female Master Trainer had to leave early. The second then arrived in July, 1989. As a result, that effected a delay of about one year in the concerned sectors of the training.

3.4.2. PROJECT IMPLEMENTATION OR FIELD EXPERIENCES:

An underlying principle by Rädda Barnen in its social services activities was the development of culturally appropriate programmes. Because of the particular characteristics of Muslim (especially Pathan, Afghan) society, several experiences by the Rädda Barnen master trainers and SWC district coordinators are noteworthy. These experiences are described under the different training target groups.

TRAINING OF SWC DISTRICT COORDINATORS: TOP-DOWN APPROACH AND ATTITUDE:

There has been a tradition of top-down planning in both Pakistan and Afghanistan. This had two implications on the Rädda Barnen social services programme for the Afghan refugees. The first implication was that Pakistani authorities, while being generous to the Afghans have nonetheless imposed certain rules and regulations on the refugees. Due to a lack of understanding of the community development process, it has been difficult for the CAR/SWC social workers who go into the camps to attempt to set up bottom-up process while running into top-down authority. As a result, social workers have performed their authoritative tasks more than their persuasive task among the refugees.

The second implication was that there has been difficulty for the Pakistani social workers in that community development or bottom-up approach is alien to them. The district coordinators did not have Social Work or Community Development backgrounds. This made them feel insecure and incapable of taking initiative and making decisions by themselves due to a lack of concern. Training was therefore needed to provide them with tools to use to promote self-reliance in the camps.

The SWC district coordinators were Pakistani, because Government of Pakistan could hire only Pakistanis.

TRAINING OF AFGHAN COMMUNITY VOLUNTEERS AND SOCIAL WELFARE COMMITTEES: CULTURAL CHARACTERISTICS:

The strict observance of ***"purdah"*** among Afghan refugees proved to be a challenge to the proposed Rädda Barnen approach. The original proposal to introduce husband and wife teams of community volunteers proved not to be feasible. Rädda Barnen managed to deal with this problem by the formation of male social welfare committees who then had to be convinced about the needs of women and children. As a result, several female social welfare committees were formed and various self-help activities for children initiated. Services are now provided to women and children by both male and female social welfare committees.

From these self-help activities, certain characteristic of the culture on children have been identified. Being refugees, the Afghans were supposed to be in a state of grief, thus, the use of music as stimulant for children with hearing problems was not allowed. Various toys were made using local materials to deal with this problem.

3.5. LESSONS LEARNED:

Following are some observations about the programme and the approach used so far:

1. There is a need for pre-project planning in the establishment of a training unit with linkages to a monitoring body such as UNHCR.

2. There is a need for a period of overlap or orientation in the work of the former and the incumbent social workers as master trainers to ensure that Rädda Barnen policies are implemented and to ensure continuity.

3. The refugees themselves are their own greatest resource. Social welfare committees are important models as implementing bodies in the promotion of communal self-help activities specifically in a refugee situation.

4. Contrary to previous experiences, Afghan refugees recruited as community volunteers can be motivated to work without a monetary incentive. The community development process has provided them a sense of responsibility and social identity, which are important factors towards self-reliance while in exile and for repatriation in the future.

5. The provision of support and guidance by the community volunteers through monitoring of the social welfare committees encourage increased involvement by the refugees in the design and implementation of an activity. This has resulted in more concrete actions in the camps.

6. Illiterate Afghan refugees can work as social workers within the camps thus promote community work.

7. Small scale training, tailored to specific activity ensures sufficient resources by preventing a ***"burn out rate"*** (discouragement rate) among community volunteers.

8. Afghan men have shown great interest in child-oriented activities. These have been defined as a children's *"jihad"* by the refugees, which has facilitated the identification and assistance to children with special needs. Similarly, issues relating to women have also been given ample consideration and attention. For many (but not all) camps, this has paved the way for the initiation of activities for women. Several committees have requested training and support for these activities.

9. Training the district coordinators facilitates the implementation of the true meaning of community work in the fulfilment of the needs of the Afghan refugees.

10. Training of civil servants and fieldworkers from various agencies made possible the coordination of various activities in support of the refugees.

11. Selection of community volunteers and animators provides good support for the district coordinators by making them more active and creative.

12. A community based approach is "messy." Planning is more difficult, actions are slower to implement, results are more difficult to quantify and the process is less easy to measure. This is a social process rather a finite project.

13. Scepticism on the part of local administrators, some planners, and many administrators of agencies set up for relief rather than development, comprise the biggest constraint to developing such a process.

14. Concrete results have to be seen as results, for this process to survive and grow.

15. This approach is recommended as practical, action effective and cost effective to providing a number of services, including meeting the psychological needs of refugee children.

16. The most significant indicator of the value of this approach is the number of requests coming from ***"Maliks"*** (traditional leaders) of other camps to send more animators. In contrast to the scepticism in the early stages, the training unit can now no longer keep up with the requests.

4. RECENT DEVELOPMENTS IN THE RÄDDA BARNEN PROGRAMME:

The Rädda Barnen programme is in a state of expansion.

In 1989, due to several difficulties in setting up the training unit, the Chief of Mission of UNHCR suggested that Rädda Barnen apply for its own NOC to operate as an implementing body. RBTU had initiated a number of projects and activities. The need for planning, monitoring, and promoting became apparent.

Rädda Barnen considered the suggestion and the team leader proposed the establishment of a programme support office (PSO). The proposal was approved in March 1990. The NOC obtained early in 1991. The PSO is presently the field office of Rädda Barnen in the region. The objectives of the PSO, which are translated as its main tasks are the following:

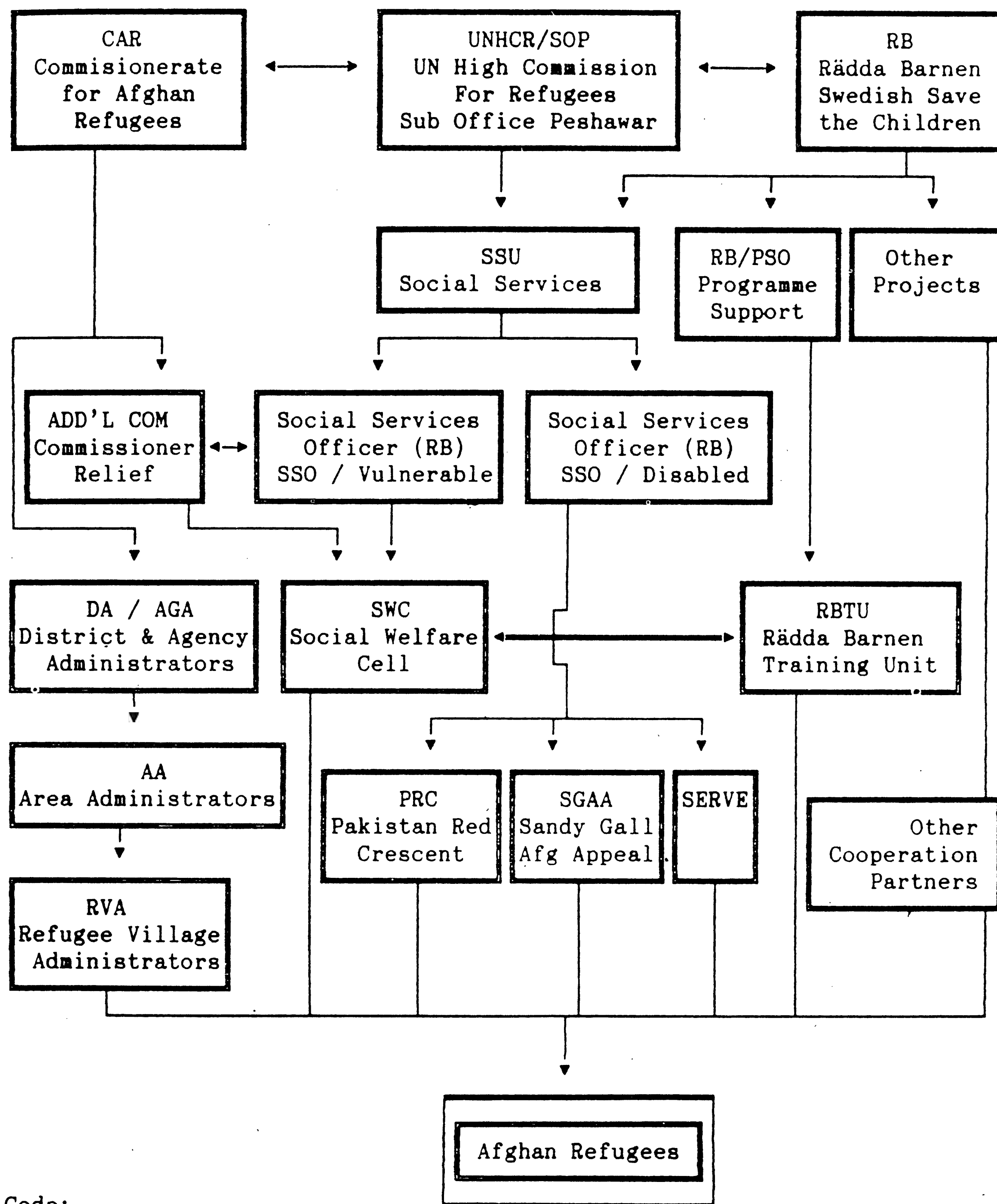
- to provide administrative, accounting, and logistic support to all projects and staff of Rädda Barnen in Pakistan,
- to assess and monitor ongoing activities,
- to act as a communication centre and channel between Rädda Barnen Stockholm and the field,
- to develop appropriate local activities viz the UN Convention on the Rights of Children, and
- to liaise with all operating partners and fellow NGOs.

As shown in Figure Three, Rädda Barnen consist of the field office (PSO), several cooperation partners, RBTU, and other projects. RBTU is now outside UNHCR/SOP/SSU, but still being monitored by the social services officer for vulnerable groups.

Other ongoing projects of Rädda Barnen besides the original links with UNHCR/SOP/SSU and the RBTU, include the following:

1. Darus Salam Surgery
2. Darus Salam Social
3. Kurds Self-Help School
4. Women"s Income Generation
5. Community Based Rehabilitation
6. Rehabilitation Field Advisor
7. School for Disabled Children
8. Seed Money
9. Child Rights Protection Unit

FIGURE THREE: **POSITION OF RÄDDA BARNEN TRAINING UNIT (RBTU) AFTER ESTABLISHMENT OF RB/PSO AS FIELD OFFICE**



Code:

- training
- cooperation
- staff secondment
- line of authority (or project monitoring)

8. The Rädda Barnen programme has been expanding and RBTU has initiated several projects and activities. The RBTU has, for example, placed increasing emphasis on child advocacy. This resulted in training that has become more activity specific. The training of Afghan animators for work in the event of repatriation to Afghanistan is another element.

9. The RBTU and CAR/SWC experiences highlight two basic types of problems encountered in the programme: (a) project planning problems and (b) project implementation or field problems.

   9.1. Lack of planning (eg clear terms of reference, logistics, funding) led to various administrative problems in the establishment of the Training Unit. This resulted in haphazard training.

   9.2. In both planning and implementation, there has been a traditional ***"top-down"*** approach by the UNHCR and Pakistan authorities whereas the Rädda Barnen approach advocates a ***"bottom-up"*** approach. This has resulted in some conflict. For the local social workers, there has been a problem of insecurity in decision making.

DARUS SALAM SURGERY:

This project consists of support to a local clinic, Darus Salam, to perform reconstructive surgery on children physically damaged by war, accident, genetics, or disease. The children treated in this project include Pakistani children, children travelling from inside Afghanistan including those as far away as Quetta, and Afghan refugee children in Pakistan. It includes a training component to teach teams of plastic surgeons and paramedics to go out to isolated rural areas in Pakistan and Afghanistan. While the surgical techniques need thorough professional training, the present approach is mainly *"low-tech."*

DARUS SALAM SOCIAL:

A complementary project to Darus Salam Surgery, Darus Salam Social provides pre-operation emotional support, post-operation support, and other psychological assistance to children undergoing plastic surgery. In addition it provides training to their accompanying care giver (parents or others accompanying them) in how to assist the child to become fully participating community members, elementary physiotherapy, and other care and rehabilitation. The components of the project include: psychological support, preparation of the child for treatment, understanding of pain, children's reaction to trauma, deprivation of home environment, training and encouragement of parents or other care givers, physiotherapy, child stimulation, basic schooling, hygiene and basic health issues. The main emphasis in all these components is on the rights of the child through the practical context of reconstructive surgery.

KURDS SELF-HELP SCHOOL:

This consist of support to Iraqi Kurds in Quetta, through UNHCR/SOQ, by the provision of transportation and food. Teaching is done by the parents themselves

WOMEN'S INCOME GENERATION:

Through the provision of funds to Experiment in International Living (EIL), the project assists women refugees in Baluchistan to improve and standardize their handicraft skills and marketing skills while remaining in their homes in observance of the *"purdah"* custom.

COMMUNITY BASED REHABILITATION:

This consists of support to Handicap International (HI) in extending their physiotherapy services and prosthesis production to Afghan refugee villages in Baluchistan.

REHABILITATION FIELD ADVISOR:

It consists of support to Operation Salaam, the UN Office of the Coordinator for Afghanistan (UNOCA), by seconding a Swedish Paediatrician as an adviser on rehabilitation of disabled Afghans as part of the massive reconstructive programme needed by Afghanistan.

Three projects for the disabled Afghans inside Afghanistan were initiated under this programme. These are community resource and information for the disabled in Kabul City and comprehensive rehabilitation services in two rural provinces, which includes physiotherapy, orthopaedic workshop, special education, and vocational training, and community participation.

SCHOOL FOR DISABLED CHILDREN:

This project consists of support in the form of finance, organization, and management to the Mansehra Association for Handicapped Children (MAHC). The school was originally set up on an emergency basis by Inter Church Aid for Afghan refugees is being converted into a local, self-sustaining project with the assistance of Rädda Barnen.

SEED MONEY PROJECTS

This is not a project as such but a fund at the representative's disposal for seed projects or experimental activities which may be once only or may develop into larger projects. Small projects funded in 1990 include support to a continuation of a 1989 women's literacy project; donation to Shelter Now International (SNI), in view of the large resources they lost in a recent riot; an embroidery marketing project; an operation for the Pakistanis stranded in Jordan due to the Gulf crisis; toys made by Afghan women to start up three or four new group activities for children; and training fee and travelling allowance for Abdul Rahman Sahak, founder of the Free Welfare Society for Afghan Disabled (an advocacy group), to attend a management course organized by Save the Children Fund (UK).

CHILD RIGHTS PROTECTION UNIT

This activity consists of a number of promotional activities and support for local organizations advocating the rights of children and promotion of implementing the UN Convention on the Child. This activity is aimed only at Pakistani children, seeks and assesses future programme development with the hiring of an Advocacy Programme Officer.

5. CONCLUSIONS, EVALUATION, AND RECOMMENDATIONS:

5.1. EVALUATION OF THE PROGRAMME:

The following are evaluation conclusions that may be drawn from the history and development of the Rädda Barnen Programme. The section is divided into two parts, the first part deals with the historical perspective or original involvement of Rädda Barnen while the second part deals with the recent operation of the programme.

5.1.1 HISTORICAL PERSPECTIVE: ORIGINAL INVOLVEMENT:

At the beginning of the programme there was a lack of clear terms of reference. The programme was ill defined. This led to the realization that there was a need for the formation of a well structured programme. This in turn led to the evolution of the programme into a well structured programme with a country representative.

In spite of all the organizational problems experienced in the beginning, especially the lack of objectives and terms of reference, the programme has generally been a success. Both Pakistani social workers and Afghan refugees have been trained and various community based activities are being implemented.

5.1.2 RECENT OPERATION:

Cooperation of Rädda Barnen with UNHCR made assistance possible to Afghan refugees through the funding and secondment of Rädda Barnen Social Service Officers. The secondment of Social Service Officers provided a direction for the social services through the identification of the needs of the refugees. This greatly increased assistance to the refugees with the establishment of a network of social workers - CAR/SWC and the training unit (RBTU).

The establishment of the training unit in turn led to the establishment of a formal Rädda Barnen Programme in Pakistan. As Pakistan was not a part of Rädda Barnen overseas programmes, RBTU activities have not been based on specific Rädda Barnen policies.

Using a community development approach in training, assistance to the refugees has taken the form of identification, coordination, and promotion of self-help activities in preparation for an eventual repatriation.

The promotion of self-help activities in turn has led to the establishment of self-help groups of Afghan refugees, which have given a more specific objective to the Rädda Barnen programme by focusing on the needs of vulnerable groups such as women and children. The present objective of the Rädda Barnen programme is to promote self-help actions by vulnerable groups in support of children's needs.

There is nothing in the programme to support normal, well-developed children. The emphasis has been on the handicapped and disabled; little concern is given to assisting normal, healthy children who are in need of proper schooling. The programme has therefore built-in bias.

The programme has also been unable to deal successfully with educating girls and women of the refugee society. This is an area, which should receive increased attention in the future.

5.2. RECOMMENDATIONS:

Based on the experiences of Rädda Barnen social services programme for Afghan refugees, the following are recommended considerations from various Rädda Barnen and SWC personnel in the promotion of community work:

5.2.1. TARGET GROUPS:

1. children,
2. women - widows and mothers,
3. disabled,
4. elderly,
5. handicapped, and
6. illiterate members of the community.

5.2.2. ORGANIZATION AND PROJECT PLANNING:

1. A social welfare committee network consisting of the ultimate target group must be established. The network should have two levels of social workers or fieldworkers; these are the district coordinators and community volunteers. Members of the committees should be selected by the groups themselves and, as much as possible, must be representative (ie, if the group is composed of various tribes, each tribe must be represented). This promotes participation and self management among the target group.

2. Trained fieldworkers should be registered in the training unit providing a pool of social workers for future work elsewhere. Main emphasis should be given to community volunteers who are the key to the success of community work.

3. In the case of CAR/SWC, an agreement must be made with the employer that during the one year of training, fifty per cent of the social workers' time will be spent on homework and fieldwork. The training unit must have the right to dispose of this time.

4. A network of social workers like CAR/SWC and a training unit like RBTU must be established. Both may be linked to the same organization.

5.2.3. OPERATIONS AND PROJECT IMPLEMENTATION:

1. The establishment of CAR/SWC and RBTU must be a parallel process.

2. Training of the fieldworkers must be carried out as a means of providing long term assistance.

3. Training must be structured towards the needs, which the target group have identified.

4. For a Muslim culture like the case of Afghans, culturally appropriate activities must be designed by the target group. Because of the strict observance of *"purdah"* system, fieldworkers in the two levels must have both men and women. The only way to reach the women and eventually the children is through the men. Once they are convinced of the needs of their women and children, activities focusing on women and children can be carried out based on their own initiative. Female district coordinators and community volunteers are valuable for some (but not all) camps for the formation of women social welfare committees and also for child support groups, which are social welfare committees enganged in various activities in support of the needs of children.

5. Illiterate members of the target group should not be excluded in the selection of community volunteers.

6. The community volunteers may be trained by the district coordinators who also should monitor and support activities initiated by them.

7. Action plans must be formulated by trainees after every training session as an application of gained knowledge.

8. There should be increased emphasis on a third level of training, which is the training of trainers from the target group to increase the quality of community work and to ensure the continuity of the programme after repatriation.

9. Activities by the social workers should be carried out on a pilot basis so as to determine applicability in other camps.

10. Adult education in the camps, including that for the disabled, must be promoted. There should be diversity in trade skills training for the disabled using existing vocational centres. Basic literacy for mothers must be promoted.

11. The formation of child groups must be promoted. These groups facilitate the promotion of basic health education, sanitation, and hygiene among children.

12. Awareness-training about community work for fieldworkers of various NGOs and government agencies should be carried out to facilitate the promotion of self-reliance among refugees.

13. Community volunteers who are initiating their own organizations should be promoted and supported, especially in the Afghan culture where voluntary association is traditional to the society.

APPENDICES

APPENDIX A
LIST OF ACRONYMS AND INITIALS:

AA - Area Administrator of CAR

ADD'L COM - Additional Commissioner of CAR

AGA - Agency Administrator of CAR

AMHARC - Association for Mentally Handicapped Afghan Refugee Children

BHU - Basic Health Unit

CAR - Commissionerate for Afghan Refugees

DA - District Administrator of CAR

DACAAR - Danish Committee for Aid to Afghan Refugees

EIL - Experiment in International Living

EPI - Expanded Programme of Immunization

FWSAD - Free Welfare Society for Afghan Disabled

GOP - Government of Pakistan

HI - Handicap International

MAHC - Mansehra Association for Handicapped Children

NGO - Non Governmental Organization

NOC - No Objection Certificate

NWFP - North West Frontier Province

PRC - Pakistan Red Crescent

PSO - Programme Support Office (Rädda Barnen Field Office)

RB - Rädda Barnen

RB/PSO- Rädda Barnen Programme Support Office

RBTU - Rädda Barnen Training Unit

RVA - Refugee Village Administrator of CAR

SERVE -	Serving Emergency Relief and Vocational Enterprise
SGAA -	Sandy Gall Afghanistan Appeal
SNI -	Shelter Now International
SOP -	Sub Office Peshawar of UNHCR
SOQ -	Sub Office Quetta of UNHCR
SSO -	Social Services Officer of UNHCR/SOP
SSU -	Social Services Unit of UNHCR/SOP
SWC -	Social Welfare Cell of CAR
TSS -	Technical Social Services of UNHCR
UN -	United Nations
UNFDAC -	United Nations Fund for Drug Abuse Control
UNHCR -	United Nations High Commissioner for Refugees
UNOCA -	United Nations Office of the Coordinator for Afghanistan

APPENDIX B
HISTORICAL DATES:

1983	-	Cooperation of Rädda Barnen with UNHCR in Pakistan was began.
1986	-	Proposal to establish SWC in CAR.
1987, Jun	-	Social Welfare Cell was established.
1987, Sept	-	First district coordinators recruited and training was initiated through a local consultant. Proposal for Social Services Training Unit to Rädda Barnen.
1988, Apr	-	Social Services Training Unit (later called Rädda Barnen Training Unit) was established. Arrival of first Swedish Master Trainers seconded by Rädda Barnen to UNHCR/SOP.
1989, Aug	-	First Afghan community volunteers selected and trained.
1990, Mar	-	Rädda Barnen Programme Support Office established as Rädda Barnen Field Office. Social welfare committees training initiated.
1991	-	Rädda Barnen NOC for Pakistan/Afghanistan Programme obtained. Animator training initiated.

1. INTRODUCTION:

Rädda Barnen, or Swedish Save the Children, is a non-governmental organization that promotes the rights of children. Pakistan was not initially part of its overseas programmes. Social services input, however, took the form of secondment of social service officers to the United Nations High Commissioner for Refugees (UNHCR). A Pakistan Government organization known as the Commissionerate for Afghan Refugees (CAR) handles the administration of assistance from UNHCR. Because of the prolonged refugee situation, it became necessary to increase funding and the social services input. It was in this context that the Rädda Barnen Programme in Pakistan evolved and developed.

The purpose of this paper is to describe the history and development of the Rädda Barnen Programme for Afghan refugees in the North West Frontier Province (NWFP) of Pakistan.

The paper has five parts: The first four sections provide a historical perspective on the present Rädda Barnen programme. The fifth section aims to provide some insights based on the experiences of the social workers for replicability elsewhere. The sixth section consists of a series of appendices containing acronyms, historical dates, key names, historical map of persons and events, statistical data, a list of the curriculum and training methodologies used, a short glossary, and reference materials.

1.1. AFGHAN REFUGEES IN PAKISTAN:

Pakistan has one of the largest single refugee population in the world. The first refugees came to Pakistan in 1976 to fight against the Russian-supported government in Kabul. Many more came in 1979 because of the Russian occupation. With the departure of the Russians in 1988, they still have not left Pakistan. Surveys reveal that about nine out of ten women wish to return if there were peace and some means of livelihood, but their leaders still adamantly oppose repatriation unless an Islamic govern...ent is established in Kabul. While the UNHCR has now set up a programme to assist repatriation through an "encashment" procedure, the rate of return is slow.

Financial restriction in the Government of Pakistan and some UN agencies has meant that some non-government organizations, whose mandates have not been relief, have nonetheless been supplying food items to refugees especially to new camps of newcomers who are not registered with the Government of Pakistan.

A date for the Afghan refugees in Pakistan to return to Afghanistan is still impossible to predict. It appears that fighting will continue for some time and the refugees will stay.

KEY NAMES:

Akhtar, Saeed -	Additional Commissioner for Relief, CAR. Responsible for the proposal of the establishment of Social Welfare Cell within CAR.
Asmut, Asatullah -	Afghan Interpreter and Assistant Field Trainer of RBTU from 1988-1991
Bartle, Phil -	Third SSO seconded by RB to UNHCR/SOP. Social Services Coordinator UNHCR/SOP and Team Leader for RB in 1989, presently Country Representative of RB from 1990 for South West Asia.
Gohar, Ali -	SWC Coordinator from July, 1991
Jamil, Abdul S. -	Field Trainer of RBTU 1989-1991
Jansson, Annika -	SSO/Programme Officer Disabled for UNHCR/SOP from 1989-1991
Karlen, Kersten -	Social Services Officer, UNHCR/SOP 1986-1988, seconded by RB. Identified the three needs in the Afghan refugee camps. Responsible for the proposal of the establishment of Social Welfare Cell within CAR.
Khan, Jehanzeb -	SWC Coordinator from Sept., 1987 - June, 1991
Khan, Nazirullah -	Chief Administrator of RB/PSO (RB field office) since 1990
Khattak, Nasreen -	Local consultant master trainer; Recruited and initiated the training of SWC social workers together with the SSO of UNHCR/SOP
Kristiansson, Bengt -	Rehabilitation Adviser UNOCA from 1990; Paediatrician seconded by Rädda Barnen to UNOCA.
Lillesaar, Wiuu -	Adviser for RBTU and RB/PSO from Sept., 1991
Lundström, Erica -	SSO Vulnerable for UNHCR/SOP 1988-1989
Niaz, Shereen -	Pakistani Interpreter and Assistant Field Trainer of RBTU from 1988-1991
Nordskjöld, Eva -	Social Services Officer of UNHCR/SOP seconded by Rädda Barnen when cooperation began in 1983.

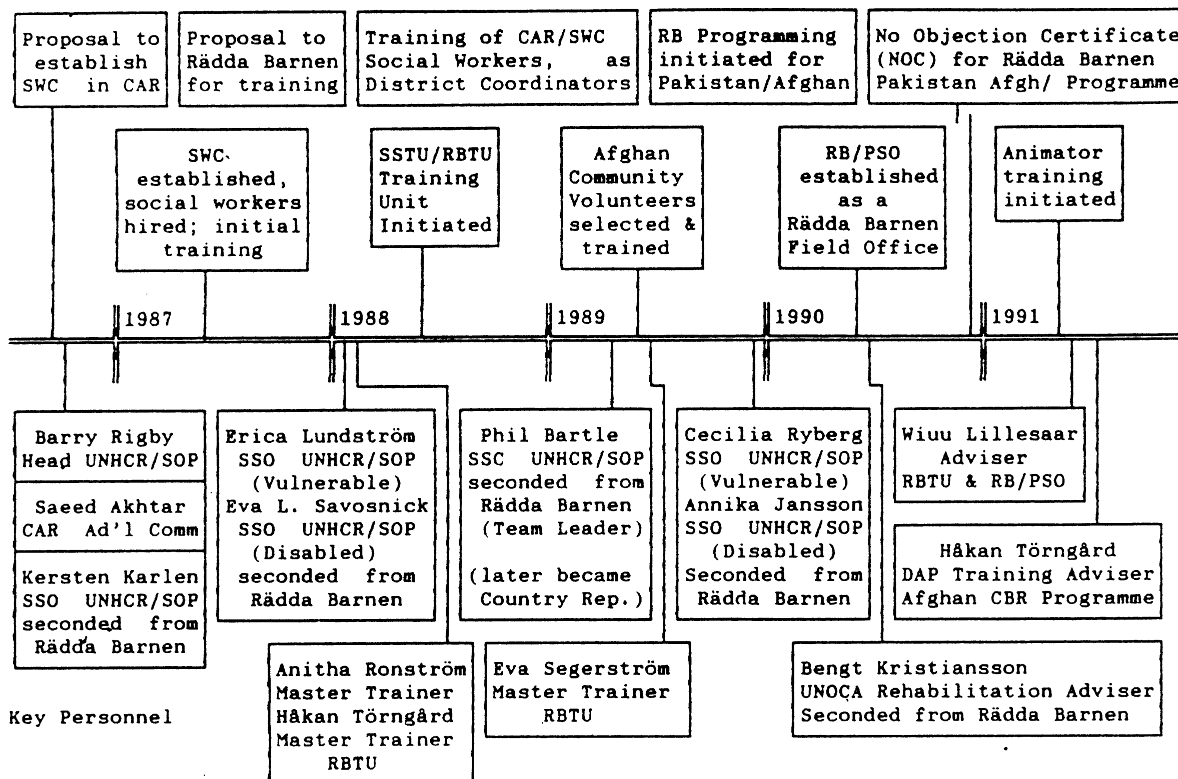
KEY NAMES:

Akhtar, Saeed	-	Additional Commissioner for Relief, CAR. Responsible for the proposal of the establishment of Social Welfare Cell within CAR.
Asmut, Asatullah	-	Afghan Interpreter and Assistant Field Trainer of RBTU from 1988-1991
Bartle, Phil	-	Third SSO seconded by RB to UNHCR/SOP. Social Services Coordinator UNHCR/SOP and Team Leader for RB in 1989, presently Country Representative of RB from 1990 for South West Asia.
Gohar, Ali	-	SWC Coordinator from July, 1991
Jamil, Abdul S.	-	Field Trainer of RBTU 1989-1991
Jansson, Annika	-	SSO/Programme Officer Disabled for UNHCR/SOP from 1989-1991
Karlen, Kersten	-	Social Services Officer, UNHCR/SOP 1986-1988, seconded by RB. Identified the three needs in the Afghan refugee camps. Responsible for the proposal of the establishment of Social Welfare Cell within CAR.
Khan, Jehanzeb	-	SWC Coordinator from Sept., 1987 - June, 1991
Khan, Nazirullah	-	Chief Administrator of RB/PSO (RB field office) since 1990
Khattak, Nasreen	-	Local consultant master trainer; Recruited and initiated the training of SWC social workers together with the SSO of UNHCR/SOP.
Kristiansson, Bengt	-	Rehabilitation Adviser UNOCA from 1990; Paediatrician seconded by Rädda Barnen to UNOCA.
Lillesaar, Wiuu	-	Adviser for RBTU and RB/PSO from Sept. 1991
Lundström, Erica	-	SSO Vulnerable for UNHCR/SOP 1988-1989
Niaz, Shereen	-	Pakistani Interpreter and Assistant Field Trainer of RBTU from 1988-1991
Nordskjöld, Eva	-	Social Services Officer of UNHCR/SOP seconded by Rädda Barnen when cooperation began in 1983.

Rigby, Barry	-	Head of UNHCR/SOP in 1987; Responsible for the proposal of the establishment of Social Welfare Cell within CAR.
Rönnström, Anitha	-	Master Trainer SSTU/RBTU 1987-1989, one of the two master trainers seconded by RB. Responsible for the setting up the training unit.
Ryberg, Cecilia	-	SSO/Programme Officer Vulnerable of UNHCR/SOP from 1989-1991
Savosnick, Eva L.	-	SSO Vulnerable for UNHCR/SOP 1988-1989
Segerström, Eva	-	Master Trainer RBTU from 1989-1991
Törngård, Håkan	-	Master Trainer RBTU 1987-1991, one of the two master trainers seconded by RB. Responsible for setting up the training unit. Presently Adviser RBTU and RB/PSO.
Williams, R.D.	-	Project Manager RBTU from 1991

APPENDIX B1

FIGURE FOUR: **HISTORICAL MAP OF PERSONS AND EVENTS**



APPENDIX C
TRAINING ACHIEVEMENT OF RBTU (as of March, 1991):

	Number of Trainees				
	Types of Trainees	1988	1989	1990	1991
C	SWC District Coordinators	13	23	25	22
B-C	Community Volunteers		7	179	143
B	SW Committee Members		71	128	27
A	Civil Servants			60	
A	Territorial Officers			20	
A	Medical Officers			176	
A	Field Assistants			48	
D	Animators				20
	Total	13	101	636	212

TRAINING DAYS ATTENDED:

- A 1-3 days (minimum, least training per capita)
- B 4-10 days (moderate)
- C 20 days (maximum for community volunteers - child group leaders, most training per capita)
- D 12 months

APPENDIX D
CURRICULUM:

This section a list of the various subjects taught during the classroom training of district coordinators, community volunteers and social welfare committees and animators. The subjects were selected according to the objectives of the training programme mentioned in section 3.1 at the same time taking into consideration the needs of vulnerable groups and the refugees as a whole.

D1. SUBJECTS FOR SWC DISTRICT COORDINATORS:

COMMUNITY DEVELOPMENT AND SOCIAL WORK:

Basic Concepts
Assessment of Community Needs
Local Community/Camp Profile
Communit Involvement
Identif ation/Verification of Vulnerable Groups
Coordina on
Identifi tion of Resources
Data Collection/Surveys
Community Based Activities:
Professional role in relation to refugees, organization, and administration
Motivation for self-help projects
Emergency mobilization and Crisis Intervention
Proposal Writing
Evaluation of Activities

MANAGEMENT AND ADMINISTRATION:

Introduction to Administration
Goals and Objectives
Problem Solving
Report Writing
Preparation of Work plans
Interview Techniques
Experimental Learning Cycle
Communication Skills
Interpersonal Communication
Leadership/supervision
Feedback/Refugee Participation Exercises
Group dynamics/Team Work

VULNERABLE GROUPS: CHILDREN:

UN Convention on child's Rights
Child Development
Children in Different Cultures
Child Health and Nutrition
Extended Programme for Immunization
Mine Awareness
Physically Disabled Children: Physical and Social Rehabilitation
Mentally Retarded Children: Mental and Social Rehabilitation
Mentally Stressed Children: Mental and Social Rehabilitation
Child to Child Programmes
Child Stimulation Activities

OTHER VULNERABLE GROUPS: SUPPORT TO WOMEN:

Social Rehabilitation of Physically Disabled
Basic Knowledge of Psychological Health
Human Behaviour
Income Generating Activities for Vulnerable Groups

D2. SUBJECTS FOR COMMUNITY VOLUNTEERS AND SOCIAL WELFARE COMMITTEES:

COMMUNITY DEVELOPMENT AND SOCIAL WORK:

Community Involvement
Community Needs Assessment
Community Based Activities

VULNERABLE GROUPS: (SUPPORT TO WOMEN AND CHILDREN)

Same topics as those given for district coordinators.

D3. SUBJECTS FOR ANIMATORS:

MANAGEMENT AND ADMINISTRATION:

Administration of Camps
Crisis Intervention
Aid Organization
UN Convention
Preparation of Work plans
Goals and Objectives
Problem Solving
Report Writing

Filing System and Accounting

COMMUNITY DEVELOPMENT AND SOCIAL WORK:

Data Collection
Community Needs Assessment
Group Dynamics
Adult Education
Basic Concepts of Community Development
Community Based Activities

VULNERABLE GROUPS: (SUPPORT TO WOMEN AND CHILDREN)

Same topics as those given for district coordinators.

APPENDIX E
TRAINING METHODOLOGIES:

With the primary objective of encouraging the active involvement and participation of the trainees in the learning process, various training methods were used during the classroom training. These can be summarized as follows:

Lecture:

Used mainly to provide the trainees the basic concepts and illustrated by case studies.

Open Discussions and Brainstorming:

Aim to encourage trainees to express their own ideas.

Review and Summary:

Used to facilitate the learning process and to act as a guide to the problem solving process, carried out after every activity as basis for drawing conclusions, formulating lessons, and setting guidelines for future activities.

Group Dynamics and Group Work:

Used to encourage group participation and team work through role playing, recreational games, and regular meetings.

Reporting and Feedback Activities:

Carried out individually and as a group to provide leadership and communication skills training through the preparation of work plans, proposals, report writing, organization of information, facts, and observations, evaluation of activities.

Field Visits:

Classroom training put in practice to provide trainees immediate experience of various projects and agencies involved in the camps is carried out through active observation and fact-finding to promote refugee participation, and coordination with various agencies.

APPENDIX F
A SHORT GLOSSARY:

animators - Afghan refugees trained by RBTU as social workers and trainers

bottom-up - also referred to as grass roots, community development, community work, and social animation; means community organization through the promotion of self-help activities based on the needs and resources, which have been identified by the community

burn-out rate - discouragement rate

child advocacy - promotion of the rights of the child

child support groups - voluntary associations composed of adult Afghan refugees engaged in various activities in support of children's needs

community volunteers - Afghan refugees trained by RBTU as social workers and who are unpaid but volunteer their time and energy to do self-help activities in the refugee camps

da tulani khedmatgar - Pushtu for community volunteer

dependency syndrome - reliance on relief assistance

district coordinators - Pakistani social workers trained by RBTU to promote community work in the refugee camps. Civil servants working for the GOP, CAR, SWC.

Islamic khedmatgar - Pushtu for scout movement

jihad - holy war

jirga - tribal council responsible for community decision making

malik - political leader

mujahedin - Moslem freedom fighter operating in Afghanistan against the Russians and Afghani Government (Kabul regime) forces

mullah - religious leader; local priest

purdah - literally "curtain"; seclusion of women in the homes

social welfare committee - voluntary association of Afghan refugees, which is an implementing body for community based activities in the refugee camps or villages

Most of the refugees are ethnic Pathans, especially in NWFP. Other ethnic groups, all represented in small percentages, include Baluchi (registered mainly in Baluchistan), Nuristanis, Tadjiks, Hazaras, Uzbeks, Turkmen, and Mongols. Almost all come from rural backgrounds. Women and children make up nearly three quarters of the total refugee population.

Roughly 70 per cent of the refugees are located in the NWFP, 25 per cent in Baluchistan, and 5 percent in Punjab. There are, however, refugees scattered elsewhere in the country.

Most of the refugees reside in some 340 village-like camps. In NWFP alone, there are 258 camps (administrative units), each camp with 10,000 to 20,000 refugees. Others reside independently among the Pakistanis. Most refugee villages are located near Pakistani villages or towns but a number are isolated. The population of each village varies from a few thousands to more than one hundred thousand, and range from a dense settlement to being widely scattered. Each village is composed of numerous compounds, which according to the refugees' traditions, are usually walled to prevent passers-by from looking into the accommodation area. A compound may be shared by several households, each occupying a separate room, and consists of either tents or brick houses.

The refugees have established their life in the compound where the practice of *"purdah"* plays important roles in the socialization of individuals and the maintenance of identity. *"Purdah"* literally means curtain implies seclusion, submission, and respect. In its strictest form, it connotes the isolation of women within the compound and direct communication with women is severely restricted. This has resulted in a lack of information about women's needs.

In the case of children, there are a few in some so-called orphanages, which are primarily run by political parties to attract donors and to train the children as young mujahedin. Children in these institutions live in very bad conditions. In some families where children whose parents are deceased, they are not allowed to go to school and are treated badly. In general, children are under-stimulated, and suffer traumas from flight, death, loss, and pain.

A massive change has taken place in the Afghans' occupational structure since they took refuge in Pakistan. Whereas most of the households (about 70 per cent) were mainly engaged in agriculture in Afghanistan, only a few are engaged in this sector since they came to Pakistan. Most of the able-bodied men of prime working age are engaged in unskilled casual labour, which means low wages and unstable employment. Women also support the household financially by being self-employed in their homes in tailoring, sewing, or embroidery. Their income was generally extremely low as well. The great majority of the Afghan refugees rely on relief to supplement their income. However, not all were registered for relief distribution. Officially registration takes place on arrival. Members of a household arriving later are not included, nor are any children born after initial registration. A significant number (about 20 per cent) of households were found unregistered for aid, although they live in official refugee villages.

APPENDIX G
REFERENCES:

Bartle, Phil:

"*Briefing Notes RB/UNHCR Programme of Assistance for Non-Material Needs Among Afghan Refugees in Pakistan 1988/89*" Rädda Barnen/Swedish Save the Children Pakistan 1989.

"*Social Welfare Committees in Afghan Refugee Camps Rädda Barnen Cooperation Partners at Grass Roots*" Rädda Barnen/Swedish Save the Children Pakistan 1991.

Blomquist, Ulla and Mahlasela, Joy

"*Community Work Social Work Training in Refugee Camps*" A manual based in experiences derived from a UNHCR/Rädda Barnen Programme in Somalia 1985-1987, Stockholm 1988.

Christensen, Hanne

"*Afghan Refugees in Pakistan From Emergency Towards Self-Reliance*" A Report on the Food Relief Situation and Related Socio-Economic Aspects, United Nations Research Institute for Social Development, Geneva 1984.

Fuglesang, Andreas

"*Child Advocacy in Community Development*". An excerpt from a report from Redd Barna Sri Lanka 1988.

Karlen, Kerstin

"*Project Submission: Training programme for Social Welfare Outreach Work in Afghan Refugee Villages*" UNHCR/SOP 1987.

Khan, Jehanzeb

"*Project Self-Evaluation Report*" Social Welfare Cell Commissionerate for Afghan Refugees, Peshawar 1988-1990.

Nanavatty, Meher C.

"*Social Work Components of Relief and Rehabilitation Work Among Refugees*" A Paper presented to the Regional Meeting of International Council of Social Welfare, Bangkok 21-27 August 1983.

Rädda Barnen (Swedish Save the Children) Pakistan:

"*Annual Report 1990*"

"*Plan of Action for Pakistan and Afghanistan 1990-1992*" Fourth Draft.

"*Year End Report 1990*"

"*Programme Proposal 1991*" Second Draft Programme Support Office 1990.

"*General Planning Notes 1990/92 Rädda Barnen/Swedish Save the Children Pakistan/Afghanistan Programme.*"

"*An Idea In Action*" Planning/Policy Notes 1988.

"*RB/UNHCR Programme of Assistance for Nòn-Material Needs Among Afghan Refugees in Pakistan 1988/89*" Terms of Reference and Review Mission Report 1988 and 1989.

Rädda Barnen (Swedish Save the Children) Stockholm
"*To Stand By the Children 1991-1993*" A Working Document of the Programme Division 1990.

Sinclair, Margaret PhD, Bartle, Phil PhD, Khan, Shamim MA
"*Some Thoughts on Future Strategies: Rädda Barnen (Swedish Save the Children) Pakistan*" Second Draft 1990.

Refugee Studies Programme
"*Socio-Economic Conditions of Afghan Refugees in Pakistan*" Refugee Participation Network Oxford 1989.

Håkan Törngård
"*Project Self-Evaluation Report 1988*" Rädda Barnen Training Unit.

"*Quarterly Report*" Rädda Barnen Training Unit First Quarter 1991.

"*Charity, Community Development, Child Advocacy:Some Personal Thoughts*" A Position Paper Rädda Barnen (Swedish Save the Children) Pakistan 1991.

Håkan Törngård, Anitha Rönnström
"*Report from Rädda Barnen Training Unit 1988*"

Håkan Törngård and Eva Segerström
"*Project Self-Evaluation Report*" RBTU 1989 and 1990.

Even registration does not guarantee full ration receipt. Frequently, supplies are unavailable and, in some refugee villages, an informal system of distribution is operated. The leaders of the refugee communities ***(Maliks)*** supervise the distribution on behalf of the refugees. In return the refugees must pay a certain amount of their entitlement to the Maliks for this service.

Only 40 per cent of the men and 3 per cent of the women are literate. Almost all those educated beyond primary level are men.

Among the most vulnerable of the refugees are those in households without able-bodied men, the unregistered, women, and children. This includes the disabled and the most needy.

The relief operation is managed and implemented by the Government of Pakistan, with the international community providing funds and monitoring services. Access to relief assistance has been linked to registration. However, a significant number of households were found to be unregistered. Cash allowances are provided to meet other basic needs such as soap and clothing. Refugees thus became highly dependent on relief assistance. This has been called the "***dependency syndrome.***"

There is an apparent need for the provision of special assistance tuned more finely to the needs and abilities of the refugees. Self-help activities in education, vocational training, income generation, as well as in other sectors have to be promoted. This is to improve the living conditions of the refugees and as a means of support in the event of repatriation. Likewise, rehabilitation assistance has been found to be an urgent need.

1.2. ASSISTANCE FOR NON-MATERIAL NEEDS OF AFGHAN REFUGEES:

Since UNHCR is not an implementing agency, the administration of UNHCR assistance is done through the Commissionerate for Afghan Refugees (CAR), a Pakistani governmental body, and a number of non-governmental organizations. One of these has been Rädda Barnen, which for its part, provided funds and seconded Swedish social workers to the UNHCR Sub-offices; one to Quetta in Baluchistan and the other to Peshawar in the North West Frontier Province.

UNHCR assistance to Afghan refugees has consisted primarily of the supply of emergency relief, health care, and shelter. The main goal, however, is to expand and improve activities, which are geared towards self-reliance among the Afghan refugees. Focusing on the needs of vulnerable refugees such as women, children, disabled, and unregistered families, a number of social services have been initiated in Baluchistan and the North West Frontier Province.

1.2.1. DESCRIPTION OF THE SOCIAL SERVICES ACTIVITIES SINCE 1983:

In accordance with an agreement between Rädda Barnen (Swedish Save the Children) and UNHCR, two Swedish social workers were seconded to the UNHCR Sub-offices in Peshawar and Quetta. The initial social services programmes consisted of rehabilitation and identification activities among the refugees. In Peshawar, a rehabilitation centre was established in cooperation with Pakistan Red Crescent (PRC) and a mobile team responsible for identification of the disabled refugees was also set up. Similarly in Quetta, rehabilitation projects were implemented in cooperation with Handicap International (HI), a French/Belgian voluntary organization. The tasks of the seconded social workers, who were then called Social Services Officers, were to promote and manage various activities and to provide guidance and coordination to other implementing agencies and to UNHCR. This further meant participation on a daily basis in the affairs of the refugee camps.

Because of the increasing numbers of new arrivals, however, there was a corresponding difficulty in the identification and assessment of the socio-economic conditions of the most needy refugees. The need for more social workers became apparent. Thus, upon renewal of the agreement between Rädda Barnen and UNHCR in 1988, Rädda Barnen seconded an additional social worker resulting in the secondment of two in the Sub-Office Peshawar (SOP) and one in the Sub-Office Quetta (SOQ).

In Peshawar, the scope of the programme was divided, focusing on the other vulnerable groups as well as the disabled. There are presently two sections within the Social Services Unit (SSU) of UNHCR; one for the disabled, which was called Social Services Disabled and one for the other vulnerable groups called Social Services Vulnerable. Each section was supervised and monitored by a seconded social services officer.

Social services for the disabled has been implemented by organizations, which are funded partially by UNHCR. The services besides identification and rehabilitation, include an orthopaedic workshop and training. Implemented by Sandy Gall Afghanistan Appeal, the workshop produces a wide range of prosthetic devices such as corsets, bands, special shoes and chairs for children with cerebral palsy. Training of Afghan refugees in physiotherapy was conducted by two English physiotherapists, consisting of both theoretical and practical training.

For the blind Afghans (children, women, men), a rehabilitation programme and training has been implemented by Serving Emergency Relief and Vocational Enterprise (SERVE). Initial training aimed to enable the blind person to handle everyday work then to find the most important places in the camp such as the mosque and bazaar. Training is completed with some vocational training in kitchen gardening, animal husbandry, or marketing.

1.2.2. SOCIAL SERVICES FOR OTHER VULNERABLE GROUPS:

The social services for the vulnerable groups besides the disabled (orphans, widows, single parent families, elderly) consist of the promotion of self-help activities and coordination with various voluntary agencies besides the regular identification of these groups. This has been implemented by the Social Welfare Cell (SWC) within the Commissionerate for Afghan Refugees (CAR). An important portion of the services has also been training by Rädda Barnen.

The primary objective of the training unit is to train the social workers of CAR/SWC and Afghan refugees. The SWC social workers' training has focused on techniques and methodologies in community development and promotion of self-help activities while training for the Afghan refugees was aimed at promoting self-help activities in the camps. This section of the Social Services Unit has led to the development of the Rädda Barnen programme for Afghan refugees in Pakistan, which will be described in the following pages.

2. HISTORY AND DEVELOPMENT OF THE RÄDDA BARNEN PROGRAMME FOR AFGHAN REFUGEES:

2.1. THREE IDENTIFIED NEEDS:

There were three needs identified by the social services officer of UNHCR Social Services Unit, Sub-office Peshawar in the refugee camps. The three identified needs were as follows:

1. To identify and assist vulnerable groups,
2. To promote self-help activities, and
3. To coordinate activities of other agencies.

They will be discussed in turn, below:

2.1.1. TO IDENTIFY AND ASSIST VULNERABLE GROUPS:

There were a number of vulnerable people among the refugees. Several factors discussed below pointed to the need to identify and assist these particular groups of refugees.

A particular characteristic of the Pathan/Afghan culture was the strict observance of the cloistering of women called *"purdah."* This meant that women had to live absolutely protected and separated from everyone except the closest family members. This system discouraged accurate census-taking and made the assessment of the socio-economic conditions of vulnerable groups such as widows, children with special needs, children with one or both parents dead, disabled, elderly, and fresh arrivals, extremely difficult.

Food and other assistance was limited to registration with CAR. Though registration figures seem to be accurate, traditional refugee leaders, called *"maliks,"* and local level officials of the CAR, sometimes inflated statistics to obtain more supplies. Likewise, some refugee families reported incorrectly to attempt multiple registration.

Once a family is registered, neither births nor deaths were reported.

There were increasing numbers of unregistered refugees who often may be the most needy but were perhaps unable to receive regular assistance.

The need was to identify those among the refugees who were most in need of some help: registration, relief, participation in various project activities.

2.1.2. TO PROMOTE SELF-HELP ACTIVITIES:

For over a decade, the refugee situation has become more permanent as the prospects of peace in Afghanistan seem remote. Even after the signing of the Geneva Accord in 1988, repatriation has been insignificant compared with the influx of new arrivals. The reasons were increased fighting in Jalalabad and elsewhere in Afghanistan and the lack of food supply inside Afghanistan; this meant an increase in the number of unregistered refugees in spontaneous settlements.

Relief assistance, though beneficial on the short term, resulted in the all too prevalent ***"dependency syndrome."*** Refugees have often been perceived as passive recipients who do not have the capabilities to support themselves. This is hardly the case. Refugees are survivors. If they lacked the capacity to help themselves, it is unlikely that they would still be alive. The capacity of refugees to help themselves must be utilized to the maximum. In this way, refugees would have a more meaningful life through participation and self-management.

Thus, the need to promote self-help activities to encourage self-reliance among the refugees was evident.

2.1.3. TO COORDINATE ACTIVITIES OF OTHER AGENCIES:

Services in the refugee villages covered various sectors such as health, education, water, sanitation, relief distribution, and administration of the settlement. Social services was sporadic and few. There were over a hundred non-governmental organizations and voluntary agencies working to provide assistance in these sectors. The majority were political solidarity agencies, which were relief-oriented (not developmentally oriented) and work on more cross border activities in support of the situation inside Afghanistan, others were evangelically based agencies. While all were needed because of the large refugee population, coordination was a major need. There was no coordinated mechanism to identify the most needy, evaluate their situation, and to put them in touch with assistance.

The need was to coordinate non-governmental organization and CAR activities at the district and camp levels.

WORKSHOP ON ASSISTING DISABLED REFUGEES

4 - 8 October 1992

PESHAWAR, PAKISTAN

PROMOTING SELF-HELP SOLUTIONS BY VULNERABLE AFGHAN REFUGEES IN PAKISTAN

THE DEVELOPMENT OF A COMMUNITY PROCESS

A REPORT ON THE RÄDDA BARNEN / UNHCR TRUST FUND
(PROGRAMME OF ASSISTANCE FOR NON-MATERIAL NEEDS)

by

Lonela Bloxom
Consultant

Rädda Barnen
Swedish Save The Children

PAKISTAN
91-08-20

Rädda Barnen
Swedish Save The Children

PAKISTAN
91-08-20

PROMOTING SELF-HELP SOLUTIONS BY VULNERABLE AFGHAN REFUGEES IN PAKISTAN

THE DEVELOPMENT OF A COMMUNITY PROCESS

A REPORT ON THE RÄDDA BARNEN / UNHCR TRUST FUND
(PROGRAMME OF ASSISTANCE FOR NON-MATERIAL NEEDS)

by

Lonela Bloxom
Consultant

Peshawar
August 1991

Rädda Barnen

Swedish Save The Children

PAKISTAN
91-08-28

PROMOTING SELF-HELP SOLUTIONS BY VULNERABLE AFGHAN REFUGEES IN PAKISTAN; THE DEVELOPMENT OF A COMMUNITY PROCESS

A REPORT ON THE RÄDDA BARNEN / UNHCR TRUST FUND (PROGRAMME OF ASSISTANCE FOR NON-MATERIAL NEEDS)

C O N T E N T S